

# Chapter 9: Preventing Illicit Discharges

Purpose: This program component identifies key behaviors of neighborhoods, generating sites, and municipal operations that produce intermittent and transitory discharges. These key "discharge behaviors" are then targeted for improved pollution prevention practices that can prevent or reduce the risk of discharge. Communities then apply a wide range of education and enforcement tools to promote the desired pollution prevention practices.

*Method(s):* The Unified Subwatershed and Site Reconnaissance (USSR; Wright et al., 2004) and the desktop analysis of potential generating sites (Chapter 5) are two methods used to identify the major behaviors that generate intermittent and transitory discharges. These methods, used alone or in combination, are extremely helpful to identify the specific discharge behaviors and generating sites that will be targeted for education and enforcement efforts. A Source Control Plan is then performed to select the right pollution prevention message, choose the appropriate combination of carrots and sticks to change behaviors, and develop a budget and delivery system to implement the prevention program. Refer to Schueler et al. (2004) for information on developing a Source Control Plan and the many carrots and sticks available to communities.

Desired Product or Outcome(s): The desired outcome is a mix of local prevention programs that target the most common intermittent and transitory discharges in the community. Program managers need to develop targeted pollution prevention

programs for three sectors of the community:

- Neighborhood Discharges. The pollution prevention practices related to discharge prevention in residential neighborhoods include storm drain stenciling, lawn care, septic system maintenance, vehicle fluid changing, car washing, household hazardous waste disposal and swimming pool draining.
- Generating Sites. This group of pollution prevention practices can reduce spills and transitory discharges generated during common business operations.
   Practices include business outreach, spill prevention and response plans, employee training and site inspections.
- Municipal Housekeeping. This group of pollution prevention practices is performed during municipal operations, such as sewer and storm drain maintenance, plumbing code revision, and provision of household hazardous waste and used oil collection services.

Budget and/or Staff Resources Required:
The budget and staff resources needed for prevention programs can be considerable, and should be coordinated with other storm water education, public involvement and municipal housekeeping initiatives required under NPDES Phase II MS4 permits. Special emphasis should be placed on cross-training staff, partnering with local watershed groups, and pooling educational resources with other communities.

*Integration with Other Programs:* Illicit discharge prevention is linked to three of the

six NPDES Phase II minimum management measures, and should be closely integrated with local watershed restoration efforts.

# 9.1 Overview of Preventing Illicit Discharges

Intermittent and transitory discharges are difficult to detect through outfall screening or indicator monitoring. Indeed, the best way to manage these discharges is to promote pollution prevention practices in the community that prevent them from occurring. Effective IDDE programs develop education and outreach materials targeted toward neighborhoods, generating sites, and municipal operations. The discharge prevention message is normally integrated with other storm water education programs required under MS4 NPDES Phase II permits such as

- Public education and outreach
- Public participation/involvement
- Municipal pollution prevention/good housekeeping

# 9.2 Methods to IdentifyOpportunities for IllicitDischarge Prevention

The USSR and the desktop analysis of potential generating sites both help identify the major behaviors that generate intermittent and transitory discharges. These assessment methods are briefly described below:

# The Unified Subwatershed and Site Reconnaissance (USSR)

The USSR is a field survey that rapidly evaluates potential pollution sources and restoration potential in urban subwatersheds. The survey quickly characterizes upland areas in order to inventory problem

sites that may contribute pollutants and identifies pollution source controls and other restoration projects. For more information on how to conduct the USSR, consult Wright *et al.* (2004). The USSR has four major assessment components, three of which directly relate to illicit discharge prevention:

- Neighborhood Source Assessment (NSA), which helps discover residential pollution source areas and potential restoration opportunities within the many neighborhoods found in urban subwatersheds
- Hotspot Site Investigation (HSI), which ranks the potential severity of each commercial, industrial, institutional, municipal or transport-related hotspot site found within a subwatershed
- Analysis of Streets and Storm

  Drains (SSD), which measures the average pollutant accumulation in the streets, curbs, and catch basins of a subwatershed

# Desktop Analysis of Generating Sites

The desktop analysis method screens local business and permit databases to identify specific commercial, industrial, institutional, municipal, and transport-related sites that are known to have a higher risk of producing illicit discharges. Chapter 5 and Appendix A provide discussions of this analysis.

# 9.3 Preventing Illicit Discharges from Neighborhoods

Many common neighborhood behaviors can cause transitory discharges that are seldom defined or regulated as illicit discharges by most communities. Individually, these behaviors cause relatively small discharges, but collectively, they can produce significant

pollutant loads. Most communities use outreach and education to promote pollution prevention practices, and some of the more effective practices to influence these behaviors are described in this section:

- Storm drain stenciling
- Septic system maintenance
- Vehicle fluid changing
- Car washing
- Household hazardous waste storage and disposal
- Swimming pool draining

### Storm Drain Stenciling

Storm drain stenciling sends a clear message to keep trash and debris, leaf litter, and pollutants out of the storm drain system, and may deter illegal dumping and discharges (Figure 14). Stenciling may increase watershed awareness and neighborhood stewardship and can be used in any neighborhood with enclosed storm drains.

Stenciling is an excellent way to involve the public, and just a few trained volunteers can systematically stencil all the storm drains within a neighborhood in a short time. Volunteers can be recruited from scouting, community service, and watershed organizations, or from high schools and



Figure 14: Storm drain stenciling may help reduce illicit discharges.

neighborhood associations. Program managers should designate a staff person to coordinate storm drain stenciling and be responsible for recruiting, training, managing, and supplying volunteers.

Storm drain stenciling programs are relatively inexpensive. Most communities use stencils, although some are now using permanent markers made of tile, clay, or metal. Stencils cost about 45 cents per linear inch and can be used for 25 to 500 drains, depending on whether paint is sprayed or applied with a brush or roller. Permanent signs are generally more costly; ceramic tiles cost \$5 to \$6 each and metal stencils can cost \$100 or more. More guidance on designing a stenciling program can be found in Schueler *et al.* (2004).

### Septic System Maintenance

Failing septic systems can be a major source of bacteria, nitrogen, and phosphorus, depending on the overall density of systems present in a subwatershed (Swann, 2001). Failure results in illicit surface or subsurface discharges to streams. According to U.S. EPA (2002), more than half of all existing septic systems are more than 30 years old, which is well past their design life. The same study estimates that about 10% of all septic systems are not functioning properly at any given time, with even higher failure rates in some regions and soil conditions.

Septic systems are a classic case of out of sight and out of mind. Many owners take their septic systems for granted, until they back up or break out on the surface of their lawn. Subsurface failures, which are the most common, go unnoticed. In addition, inspections, pump outs, and repairs can be costly, so many homeowners tend to put off the expense until there is a real problem. Lastly, many septic system owners are not

#### CASE STUDY

In 1997, Madison County, NC implemented a project to address straight piping problems. In 1999, a survey identified 205 households with black water straight-piping (toilet waste), 243 households with gray water straight-piping (sink, shower, washer waste), and 104 households with failing septic systems. The project facilitated more than 10 community meetings, and issued more than 20 educational articles on straight-piping and water quality in the local papers. In addition, the project leveraged \$903,000 from the N.C. Clean Water Management Trust Fund to establish a Revolving Loan and Grant Program for low and moderate income county residents that need assistance installing a septic system or repairing a failing one. (Land of Sky Regional Council website, 2002).

aware of the link between septic systems and water quality. Communities can employ a range of tools to improve septic system maintenance. These include:

- Media campaigns and conventional outreach materials to increase awareness about septic system maintenance and water quality (e.g., billboards, radio, newspapers, brochures, bill inserts, and newsletters)
- Discount coupons for septic system maintenance
- Low interest loans for septic system repairs
- Mandatory inspections
- Performance certification upon property transfer
- Creation of septic management districts
- Certification and training of operation/ maintenance professionals
- Termination of public services for failing systems

# Vehicle Fluid Changing

Dumping of automotive fluids into storm drains can cause major water quality problems, since only a few quarts of oil or a few gallons of antifreeze can severely degrade a small stream. Dumping delivers hydrocarbons, oil and grease, metals, xylene and other pollutants to streams, which can be toxic during dry-weather conditions when existing flow cannot dilute these discharges. The major culprit has been the backyard mechanic who changes his or her own automotive fluids (Figure 15). Communities have a range of tools to prevent illegal dumping of car fluids, including:

- Outreach materials distributed at auto parts store and service stations
- Community oil recycling centers
- Directories of used oil collection stations
- Free or discounted oil disposal containers
- Pollution hotlines
- Fines and other enforcement actions



Figure 15: Home mechanic changing his automotive fluids

### Car Washing

Car washing is a common neighborhood behavior that can produce transitory discharges of sediment, nutrients and other pollutants to the curb, and ultimately the storm drain. Communities have utilized many innovative outreach tools to promote environmentally safe car washing, including:

- Media campaigns
- Brochures promoting nozzles with shut off valves
- Storm drain plug and wet vac provisions for charity car wash events
- Water bill inserts promoting environmentally safe car washing products
- Discounted tickets for use at commercial car washes

# Household Hazardous Waste Storage and Disposal

The average garage contains a lot of products that are classified as hazardous wastes, including paints, stains, solvents, used motor oil, pesticides and cleaning products. While some household hazardous waste (HHW) may be dumped into storm drains, most enters the storm drain system as a result of outdoor rinsing and cleanup. Improper disposal of HHW can result in acute toxicity to downstream aquatic life. The desired neighborhood behavior is to participate in HHW collection days, and to use appropriate pollution prevention techniques when conducting rinsing, cleaning and fueling operations (Figure 16).

Convenience and awareness appear to be the critical factors in getting residents to participate in household hazardous waste collection programs. Participation depends



Figure 16: Household hazardous wastes should be properly contained to avoid indirect discharges

on the number of days each year collection events are held and is inversely related to both the distance homeowners must travel to recycle waste and the restrictions on what is accepted. Communities have used a variety of techniques to promote and expand HHW collection, including:

- Mass media campaigns to educate residents about proper outdoor cleaning/ rinsing techniques
- Conventional outreach materials notifying residents about HHW and collection days
- More frequent HHW collection days
- Providing curbside disposal options for some HHW
- Establishing permanent collection facilities at solid waste facilities
- Providing mobile HHW pickup
- Waiving disposal fees at landfills

## **Swimming Pool Draining**

Routine and end-of-season maintenance tasks for aboveground or in-ground pools can cause the discharge of chlorinated water or filter back flush water into the storm drain system or the stream (Figure 17). The ideal practice is to discharge chlorinated pool water into the sanitary sewer system, or hold it until chlorine and temperature levels are acceptable to permit spreading it over a suitable pervious surface.

Most pool owners understand that regular maintenance is essential to keep pools safe and clean, and they may be more receptive to changing discharge behaviors with proper education. Effective outreach methods include:

- Conventional outreach techniques on proper discharge (pamphlets, water bill inserts, posters)
- Educational kiosks at the retail outlets selling pool chemicals
- Changes in local plumbing codes to require discharge to sanitary sewer systems
- Local ordinances that allow for fines/ enforcement for unsafe pool discharges



Figure 17: Swimming pools can be a source of illicit discharges.

# 9.4 Preventing Illicit Discharges from Generating Sites

Many indirect discharges can be identified and prevented using the concept of generating sites, which are a small subset of commercial, industrial, institutional, municipal and transport-related operations that have the greatest risk of generating indirect discharges. Program managers should become intimately familiar with the types of generating sites found in their community, particularly those regulated by industrial NPDES storm water permits. Some of the more common operations that generate spills and transitory discharges are profiled in Table 27.

Most communities consider nearly all nonstorm water discharges from generating sites to be illicit, and take a more regulatory approach. Consequently, pollution prevention practices are more prescriptive, and are frequently incorporated into a pollution prevention plan for a facility or operation. Like anyone else, businesses respond better to carrots than sticks, but often need both. Communities possess four broad tools to promote effective pollution prevention practices at generating sites:

- Business outreach and education
- Spill prevention and response planning
- Employee training
- Site inspections

Table 27: Common Discharges Produced at Generating Sites						
Generating Site	Activity Generating the Discharge					
Vehicle Operations (Maintenance, Repair, Fueling, Washing, Storage)	<ul> <li>Improper disposal of fluids down shop and storm drains</li> <li>Spilled fuel, leaks and drips from wrecked vehicles</li> <li>Hosing of outdoor work areas</li> <li>Wash water from cleaning</li> <li>Spills</li> </ul>					
Outdoor Materials (Loading/unloading, Outdoor storage)	<ul> <li>Liquid spills at loading areas</li> <li>Hosing/washing of loading areas into shop or storm drains</li> <li>Leaks and spills of liquids stored outside</li> </ul>					
Waste Management (Spill prevention and response, Dumpster management)	<ul><li>Spills and leaks of liquids</li><li>Dumping into storm drains</li><li>Leaking dumpsters</li></ul>					
Physical Plant Maintenance (Building Repair, Remodeling and maintenance, Parking lot maintenance)	<ul> <li>Discharges from power washing and steam cleaning</li> <li>Rinse water and wash water discharges during cleanup</li> <li>Runoff from degreasing and re-surfacing</li> </ul>					
Turf and Landscaping (Turf Management Landscaping/Grounds care)	<ul> <li>Non-target irrigation</li> <li>Improper rinsing of fertilizer/pesticide applicators</li> </ul>					
Unique Hotspot Operations (Pools, Golf Courses, Marinas, Construction, Restaurants, Hobby farms)	<ul> <li>Discharge of chlorinated water from pools</li> <li>Dumping of sewage and grease</li> </ul>					

#### **Business Outreach and Education**

Targeted distribution of educational materials to specific business sectors in the subwatershed is the most common method of promoting pollution prevention. Outreach materials are designed to educate owners and employees about polluting behaviors, recommend appropriate pollution prevention practices, and notify them of any local or state regulations. Useful outreach materials include brochures, training manuals, posters, directories of pollution prevention vendors, and signs. Passive business outreach works best when it is specially adapted and targeted to a specific business sector (e.g., vehicle repair, landscaping, restaurants) and is routinely and directly presented to local business groups and trade associations. Business outreach materials require

employees to read or hear them, and then take active steps to change their behavior.

Communities can also provide direct technical assistance to develop a customized pollution prevention prescription for individual generating sites. In this case, local staff work closely with owners and operators to inspect the site and develop an effective pollution prevention plan. In other cases, pollution prevention workshops or model plans are offered to businesses and trade groups that represent specific groups of generating sites. In either case, the locality acts as a technical partner to provide ongoing consultation to individual businesses to support their pollution prevention efforts.

### Spill Prevention and Response

A spill prevention and response plan is useful for any potential generating site, and is mandatory for any operation that uses, generates, produces, or transports hazardous materials, petroleum products or fertilizers. These operations are known as SARA 312 operators and are regulated by state environmental agencies. In addition, all industrial sites regulated by individual or group NPDES storm water permits must have an updated spill prevention and response plan on its premises. Spill containment and response plans should also be prepared for major highways that cross streams and other water bodies, since truck and tanker accidents often represent the greatest potential spill risk in most communities (Figure 18).

Spill prevention and response plans describe the operational procedures to reduce the risks of spills and accidental discharge and ensure that proper controls are in place in the event they do occur. Spill prevention plans standardize everyday procedures and rely on employee training to reduce potential liability, fines and costs associated with clean up. Planning begins with an analysis of how pollutants are handled at the site and how they interact with storm water. Spill prevention and response plans have five major components:

- 1. A site map and evaluation of past spills and leaks
- 2. An inventory of materials at the site
- 3. Identification of potential spill areas
- 4. A list of required spill response equipment
- 5. Employee training

When spills do occur, a good spill prevention and response plan will clearly:

- Identify potential spill sites and their drainage points
- Specify material handling procedures
- Describe spill response procedures
- Ensure that adequate spill clean-up equipment is available

### **Employee Training**

Effective and repeated employee training is essential to maintain pollution prevention practices at generating sites. Indeed, continuous employee training is an essential component of any pollution prevention plan, particularly at generating sites where the work force turns over frequently. Many businesses perceive time devoted to pollution prevention training as reducing their bottom line, and may be hesitant to develop training materials or allocate time for training. In some cases, local agencies supply free or low cost videos, posters, shop signs, or training brochures (often in multilingual formats). In other cases, short training classes are offered for employees or supervisors that are scheduled for down times of the year (e.g., winter classes for landscaping companies or construction contractors) or coincide with regular employee safety meetings.



Figure 18: Spill response often involves portable booms and pumps

Program managers can refer to Schueler *et al.* (2004) for more guidance on developing effective pollution practices at generating sites and storm water hotspots. Employee training should be conducted at least annually to educate workers on the proper practices to avoid illicit discharges and respond to spills. Training can be reinforced with signs, and posters.

### Site Inspections

Regular inspections of generating sites are a key tool to foster pollution prevention and reduce the risk of illicit discharges. Communities that possess an MS4 permit should ensure that they have the authority to inspect non-regulated sites that connect to the municipal storm drain system they operate. These inspections can be used to assess the site and educate owners/operators about recommended pollution prevention practices. Site inspections are staff intensive and therefore are best suited to high-risk generating sites.

An industrial NPDES storm water permit is an extremely important compliance tool at many generating sites. NPDES permits require operators to prepare a pollution prevention plan for the site and implement the practices specified in the plan. Significant penalties can be imposed for non-compliance.

To date, compliance with the industrial storm water permit program has been spotty, and a significant fraction of regulated industries has failed to file their required permits.

According to Duke and Shaver (1999) and Pronold (2000), as many as 50% of industrial sites that are required to have a permit do not actually have one. These sites are termed "non-filers," and are often small businesses or operations that are unaware of the relatively new regulations. It is therefore quite likely that many hotspots in a subwatershed may not

have a valid NPDES permit. These operations should be educated about the industrial permit program, and encouraged to apply for permit coverage. Non-filers should be referred to the NPDES permitting authority for details on how to obtain permit coverage.

Inspections are an important stick to improve compliance at generating sites subject to industrial NPDES permits. Inspectors should frequently observe site operations to ensure that the right mix of pollution prevention practices is routinely employed. Communities with MS4 permits have the authority to inspect storm water NPDES sites that discharge to their storm drain system, and refer any violations for subsequent state or federal enforcement.

Voluntary inspections of non-regulated generating sites are a good tool to educate owners/operators about recommended pollution prevention practices. When generating sites are inspected, existing fire, building or health inspectors should be considered since they are already acquainted with how to deal with small businesses.

# 9.5 Preventing Illicit Discharges from Municipal Operations

Many municipal operations and services have the potential to create or reduce illicit discharges. Program managers should review all municipal operations and services to make sure good housekeeping is practiced. In addition, program managers should examine:

- Routine sewer and storm drain maintenance
- Plumbing code revisions
- HHW collection services
- Used motor oil collection services

### Routine Sewer And Storm Drain Maintenance

Failure to regularly inspect and maintain local sewer and storm water infrastructure can cause illicit discharges to receiving waters. Within the storm drain system, maintenance should focus on frequent cleaning to keep trash, debris and illegally dumped material from entering the storm drain system. In the sanitary sewer network, maintenance should focus on finding damaged infrastructure that allows sewage discharges from the sanitary sewer. In-stream monitoring, historical data reviews of past complaints, or aging sewer infrastructure can often be used to identify likely problem areas.<sup>8</sup>

### Plumbing Code Revisions

Communities need to establish the legal authority to prohibit illicit connections to the storm drain system. When the illicit discharge ordinance is being prepared, communities should thoroughly review all of their plumbing codes to prevent any misinterpretation that might create cross connections to the storm drain system. Program managers should also specifically target licensed plumbers to educate them on any code changes.

# Household Hazardous Waste Collection Services

Households generate a lot of hazardous wastes, and communities need to educate residents about proper household hazardous waster (HHW) handling and disposal, and provide convenient options for pick up and disposal. Communities have experimented

with several innovative ways to deal with HHW including:

- A permanent facility that accepts HHW year-round and can serve as a central location for HHW exchange and recycling
- Mobile collection at temporary facilities.
   On designated special collection days, mobile units can move through communities accepting HHW and take the form of curbside pickup or central collection locations
- Some local businesses may act as drop off centers for certain products. Some local garages, for example, may accept used motor oil for recycling

Overall, the costs for implementing HHW collection programs can be high. Factors such as frequency of the collection, size of community, environmental awareness, level of staff training, and level of outreach all contribute to the overall cost. Participation in collection programs usually ranges from 1% to 5% of the population (HGAC, 2001), and the cost per participant can vary greatly (Table 28).

#### **Used Motor Oil Collection Services**

Used motor oil collection has been a common municipal service for many years, however, program managers may need to refine their programs to increase participation. Suggested outreach approaches include:

- Conventional outreach materials provided at points of sale (e.g., auto parts stores, service stations)
- Multilingual outreach materials
- Directories of used oil collection stations
- Free or discounted oil disposal containers

<sup>&</sup>lt;sup>8</sup> Preliminary sewer system investigations are not discussed further in this manual. For more detail on how to conduct these investigations consult the EPA handbook, "Sewer System Infrastructure Analysis and Rehabilitation." (U.S. EPA, 1991)

#### CASE STUDY

The City of Denver operates a pilot, door-to-door collection program to assist residents in the proper disposal and recycling of HHW. To be eligible for collection, residents must currently be receiving trash collection service from City Solid Waste Management crews. Residents are permitted one HHW collection annually and are asked to have at least three different materials before calling for a pickup. Residents then receive a collection date and an HHW Kit that holds up to 75 pounds. Residents are instructed on what items can be placed inside the Kit, and can have additional items picked up for a small fee. The program also educates citizens on how to prevent the accumulation of chemicals in the home environment. The key element of this service is convenience for area residents. Customers can make a phone call, put their waste in a container, and schedule a pickup (City of Denver, 2003).

Table 28: Summary of Local Household Hazardous Waste Collection Programs							
Location	Budget	Households Served	Participants	Cost per Participant	Program Description		
Fort Worth TX (2002)	\$937,740	26 cities	15,629	\$60	Accept 3 days a week at permanent facility, plus approx 24 mobile units		
Monmouth County, NJ (2002)	\$900,000	620,000	6,200	\$145.16	Permanent facility plus 2-3 remote days		
Nashville, TN (2002)	\$149,000	180,000	5,800	\$26	361 day drop off at permanent facility		
Putnam County, NY (1997)	\$20,279	27,409	349	\$58.10	One collection day per year		
Town of East Hampton, NY (1997)	\$36,495	4,878	452	\$80	Three collection days per year		

#### CASE STUDY

Municipal cross-training is a proven and effective tool for identifying illicit discharges. Wayne County, Michigan has a very active IDDE program that has included efforts to train all County "field" staff to identify and report suspicious discharges in the course of their duties. The Illicit Discharge Elimination Training Program includes presentations for general field staff that instructs them in the identification and reporting of suspicious discharges. To date, 734 people from various agencies and communities throughout Michigan have attended the training sessions (Tuomari and Thompson, 2002). The information these individuals gained from attending the training session helped identify 82 illicit discharges in the counties of Oakland, Washtenaw, and Wayne. Road division staff trained in recognizing illicit discharges discovered 12 septic systems in Wayne County that were failing or had direct discharges to surface water. Other counties found 70 illicit discharges during their investigations. The elimination of these illicit discharges will prevent an estimated 3.5 million gallons of polluted water from reaching Michigan surface waters each year (associated load reductions are estimated at 7,200 pounds/year of Biological Oxygen Demand and 25,000 lbs/yr of Total Suspended Solids)

# 9.6 Budgeting and Scoping Pollution Prevention

The cost of preventing illicit discharges is directly related to the scope of the education effort. Larger communities often employ education staff on a full-time basis, or at least have one staff member who spends much of their time doing outreach on issues such as illicit discharges. Smaller communities often spread the education effort out over several departments, and try to use already established programs such as

cooperative extensions or citizen watershed groups. Table 29 provides some cost data for storm water education in one community.

In reality, program managers have to do a lot of homework to scope and budget their pollution prevention education program. Normally, these education efforts are integrated with other storm water education programs. One of the best tools to develop an overall education budget is the Source Control Plan, which is described in Schueler *et al.* (2004).

Table 29: Estimated Costs for Public Awareness Program Components (Adapted from Wayne County, MI. 2001)					
Estimated Cost	Assumptions				
\$100/hour for development \$0.10-\$0.20/pamphlet for black and white printing \$0.30/pamphlet for mailing	160-320 hours				
\$100/hour for development \$100.00/manual for printing	160-480 hours				
\$50/hour for business/activity list \$100/hour for development \$50/hour for employee presentation	40-80 hours for compilation 80-160 hours for development. 8 hours for presentation,				
	including prep time.				
\$10,000 per year	0.2 Full Time Equivalents (FTE) per year				
	Estimated Cost  \$100/hour for development \$0.10-\$0.20/pamphlet for black and white printing \$0.30/pamphlet for mailing  \$100/hour for development \$100.00/manual for printing  \$50/hour for business/activity list \$100/hour for development \$50/hour for mailing				

Source: Wayne County, MI. 2001. Planning and Cost Estimating Criteria for Best Management Practices. Rouge River Wet Weather Demonstration Project. TR-NPS25.00